www.actionstrategy.net

STRATEGIC LEADERSHIP
Thinking . Planning . Execution

ActionStrategy™

---

www.actionstrategy.net

Real Meetings vs. Fake Meetings

Clear purpose

Decisions are made

Previous performance/accomplishments reviewed

Commitments are made with clear tasks, ownership, and timelines established

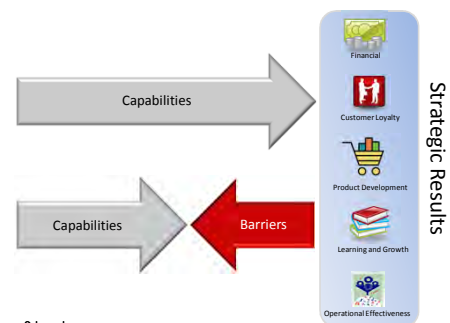ActionStrategy™

---

www.actionstrategy.net

Strategic Questions

"If I had an hour to solve a problem and my life depended upon the solution, I would spend the first 55 minutes determining the proper question to ask. Once I knew the proper question, I could solve the problem in less than 5 minutes."

- Albert Einstein

ActionStrategy™

---

www.actionstrategy.net

Barriers to Strategy Execution

ActionStrategy™

---

www.actionstrategy.net

Barriers to Strategy Execution

• No compelling vision of change

• Vague goals and strategy *or too many goals*

• React to crisis rather than focus on the priorities

• **No system for tracking goal and project implementation**

• Unclear roles for employees / Lack of accountability

• Poor collaboration between departments

• Individuals fail to take responsibility

• Don't 'Confront Reality' - discourages openness

- Wharton School of Business, McKinsey Quarterly

ActionStrategy™

---

www.actionstrategy.net

ActionStrategy™

Confronting Reality

Execution is a systematic way of **exposing reality** and acting on it. Most companies don't face reality very well . . . that's the basic reason they can't execute.

- Ram Charan, Execution

ActionStrategy™

Confronting Reality

Whether change is abrupt or gradual, at some point it makes old beliefs and behaviors obsolete. Ignoring the reality, as so many leaders do, is devastating…though businesspeople like to think of themselves as realists, the fact is that **wishful thinking, denial, and other forms of avoiding reality are deeply embedded in most corporate culture.**

- Ram Charan and Larry Bossidy, Confronting Reality

ActionStrategy™

Confronting Reality

Avoidance/Denial

Ego

Selective Hearing

Wishful Thinking

Emotional Overinvestment

Ignorance

ActionStrategy™

Avoidance/Denial

Denial does not change reality, it simply makes reality tougher to deal with.

Richard Tedlow, Denial: Why Business Leaders Fail to Look Facts in the Face

ActionStrategy™

Avoidance/Denial

Protective stupidity
– George Orwell

ActionStrategy™

Avoidance/Denial

" Medicare already is paying out more money than it receives…social security will be by 2016, a year sooner than had been projected…unless changes in Social Security are enacted, the retirement fund will be depleted in 2037."

The trust fund – which exists in paper form in a filing cabinet in Parkersburg, W. Va – are bonds backed by the government's "full faith and credit' but not by any actual assets."

ActionStrategy™

Ego

When the power of ego surges, our intent switches from honestly defending our point to proving our case exclusively; *we refuse to be influenced*.

- David Marcum & Steven Smith, *Egonomics*

www.actionstrategy.net

ActionStrategy™

Ego

One of the most liberating leadership principles is
I don't have to be right.

- John Naisbitt

www.actionstrategy.net

ActionStrategy™

Selective Listening

Confirmation Bias is a tendency to search for or interpret new information in a way that *confirms* one's preconceptions and *avoids* information and interpretations which contradict prior beliefs.

www.actionstrategy.net

ActionStrategy™

Wishful Thinking

Optimism Bias

Researchers have noted that humans expect positive events in the future even when there is no evidence to support such expectations. For example, people expect to live longer and be healthier than average, they underestimate their likelihood of getting a divorce, and overestimate their prospects for success on the job market.

www.actionstrategy.net

ActionStrategy™

Emotional Overinvestment

The more a leader is in love with a strategy the greater the likelihood of underestimating the difficulty of executing the strategy.

- Mark Josie

www.actionstrategy.net

ActionStrategy™

Ignorance

Nothing is impossible to those who are not responsible for achieving it.

- Chuck Coonradt, *Scorekeeping for Success*

www.actionstrategy.net

ActionStrategy™
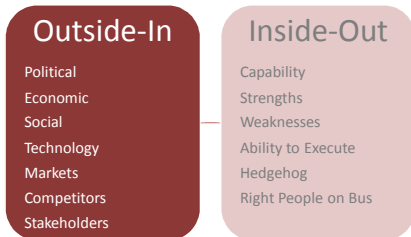
Align People and Processes

One reason execution is so vexing is because it inevitably requires a change in behavior. **Someone has to do something different** - since you can't keep doing the same thing and expect different results. Changing behavior is an enormous challenge.

- Mark Josie

ActionStrategy™

Strategic Analysis

You can't make *good* decisions based on *bad* (or incomplete) information.

ActionStrategy™

Strategic Thinking

Outside-In

Political
Economic
Social
Technology
Markets
Competitors
Stakeholders

Inside-Out

Capability
Strengths
Weaknesses
Ability to Execute
Hedgehog
Right People on Bus

ActionStrategy™

Strategic Thinking

1. **Review market report**
2. **Review customer service survey**
3. **Complete Aligning with Stakeholder Needs worksheet**
4. **Recommend:**
- **Organizational alignment**
- **Paradigm changes**

ActionStrategy™

Strategic Thinking

The only problem with some people who claim to be critical thinking, **is that they are just critical.** I see an epidemic of people who can find 10 ways something won't work, but can't find one way to make something work. They do the same old thing time after time because it feels safe, but the results keep declining.

- Aj Perisho, Better Business Growth Faster

ActionStrategy™

PEST ANALYSIS

Issues/Trends	Strategic Action
POLITICAL	
ECONOMIC	
SOCIAL	
TECHNOLOGY	

ActionStrategy™

Slide 1

STRATEGY DRIVERS

www.actionstrategy.net

PROJECTS	PROCESS IMPROVEMENT	HUMAN PERFORMANCE IMPROVEMENT	POLICY
A project is a complex series of non-routine tasks directed to meet a specific goal.	Continuous process improvement is an ongoing effort aimed at improving the current business process used to provide goods or services to consumers.	Training Decision Making Behavior Improvement Leadership Communication	Policies create performance standards. Need to be equally enforced.

ActionStrategy

Slide 2

Strategic Thinking

www.actionstrategy.net

The first skill of strategic thinking is the ability to observe and listen.

Greg Davidson, The Nature of Strategic Thinking

ActionStrategy™

Slide 3

Focus

www.actionstrategy.net

Sustainable, superior returns accrue to companies that focus on what they do best. The truth is that simple, and yet it's incredibly hard to internalize.

The Coherence Premium, Paul Leinwand and Cesare Mainardi

ActionStrategy™

Slide 4

Vision

www.actionstrategy.net

Vision is the answer to the question ***what do you want****.*

- Peter Senge, The 5th Discipline

ActionStrategy™

Slide 5

FOCUS

www.actionstrategy.net

"I'm as proud of what we <u>don't do</u> as I am of what we do."

- Steve Jobs

ActionStrategy™

Slide 6

Focus – Writing SMART

www.actionstrategy.net

We're not going to just let things happen in Cody, we're going to create what Cody is going to be.

- Create 400 jobs paying a "family-sustainable" wage
- Generating new payroll of $13 million from new or expanded operations
- Increasing worker earnings by 21 percent, to equal the state average of $33,000 a year. Forty percent of jobs in Cody pay less than $19,000 annually.
- Attract at least 100 young families to increase school enrollment and balance the city's rapidly aging population.
- Increase the availability of affordable housing.

ActionStrategy™

Focus

You can't manage something that you can't describe.

SMART

SPECIFIC – *"You can't manage what you can't describe."*
Helps you identify what success looks like.

MEASURABLE – *Increase customer satisfaction aggregate score by 4% by July 2012*

ACCOUNTABILITY – *Clean "hand off." Who is responsible for ensuring the goal/project is accomplished?*

RESOURCES – *People and partner organizations needed to accomplish the goal*

TIMELINES – *Due dates or milestones established*

ActionStrategy™

Focus

You can't manage something that you can't describe.

1. *Do we have the budget?*
2. *New idea or are we doing something we have already done?*
3. *How many programs will this effect/benefit?*
4. *Is someone already doing this?*

ActionStrategy™

MEASUREMENT

LEAD INDICATORS	LAG INDICATORS
Performance Drivers • Predictive • Can Influence • Leveraged	Outcome Measures • After the fact • Can't be influenced

ActionStrategy™

Align People and Processes

Charles Dayton

charles.dayton@actionstrategy.net
307.220.8542

ActionStrategy™